

STRATEGIES FOR THE FUTURE

June 2003

TABLE OF CONTENTS

| | |
|------------------------------------------------------------|-----------|
| MESSAGE FROM THE CIO | 3 |
| FOREWORD | 4 |
| VISION STATEMENT | 5 |
| STRATEGIC PRINCIPLES..... | 7 |
| FUNCTIONS | 9 |
| Office of the Chief Information Officer | 9 |
| Customer Services. | 9 |
| Resource Administration..... | 10 |
| Infrastructure Management..... | 10 |
| Technology Management and Planning | 10 |
| Financial Support Services..... | 10 |
| GOALS AND OBJECTIVES | 11 |
| Office of the Chief Information Officer | 11 |
| Customer Services | 12 |
| Resource Administration..... | 14 |
| Infrastructure Management..... | 15 |
| Technology Management and Planning..... | 17 |
| Financial Support Services..... | 18 |
| VALUES STATEMENT..... | 19 |
| Quality | 19 |
| Personal Empowerment..... | 20 |
| Client Satisfaction | 20 |
| Ethical Management | 21 |
| Value Added Services..... | 21 |
| Equal Opportunity | 22 |
| Accountability..... | 22 |
| Quality Work Environment | 23 |
| CRITICAL SUCCESS FACTORS..... | 23 |
| STRATEGIC DIRECTION OF INFORMATION TECHNOLOGY | 24 |

MESSAGE FROM THE CIO

In these times of unprecedented change, it is crucial that we articulate our long-range goals and objectives in order to effectively deal with the issues facing our Division and the State. This document, "Strategies for the Future", is intended to help the Information Services Division focus on issues of critical importance.

The Information Services Division (ISD) provides information technology services to the Executive Branch of government and has the responsibility to meet the challenges of the future - with quality and excellence. It has always been this Division's goal to provide our customers with the best possible service. Meeting this goal will depend upon communication, which must flow throughout the Department and the Division, as well as to and from our agency customers, business partners and the public as a whole.

The Information Services Division is at a crossroads. Presented by its advocates as critical to the success of State government, it has for the most part not fulfilled its promise as a catalyst for process reengineering resulting in real improvement. If the Division is to survive, it must begin to demonstrate real leadership and value. We must add value to government by effectively applying technology and knowledge to fulfilling the missions of government.

The Information Services Division has an opportunity and a responsibility, in partnership with the IT community, to lead Alabama through the 21st century.

Only with each employee's full knowledge and acceptance of our vision will we be able to accomplish our goals and objectives necessary to meet the missions of the Information Services Division. It is important that the Information Services Division and the State of Alabama regain its prestige as national leader in the application of information technology in state government.

Paul D. Wharton
Acting Chief Information Officer

FOREWORD

The "Strategies for the Future" has been designed to enhance the Division's planning, budgeting and decision making activities. The "Strategies for the Future" presents two major concepts - the Information Services Division's priorities for a three to five year period and a blueprint for the future functions of ISD. This document will also be the major vehicle used to share our vision with our employees, clients, and business partners. It is not intended to cover every single issue confronting the Information Services Division.

This document presents several specific concepts designed to:

- Establish a blueprint for the re-engineering of information services state-wide to meet the future needs of the State,
- Set priorities and focus the Division on key initiatives to make the best use of limited resources,
- Direct and guide the budget and planning process; and
- Provide employees, business partners, and agencies with a point of reference for their planning efforts.

VISION STATEMENT

**To provide unparalleled service to State agencies
at the least possible cost**

The Information Services Division of the Alabama Department of Finance wishes to define the vision and values of information services within the Information Services Division. This effort will be the basis for the development of a strategic plan for information services within the Information Services Division and the State of Alabama for the 21st century.

It is imperative to create a vision for the future with respect to information technology services within the Information Services Division, to develop a set of values for the Information Services Division in conjunction with that vision, to share that vision and those values with all of the employees in the Division and to empower them to contribute toward that vision. The current goals and objectives of the Information Services Division will be changed and directed toward this vision as technologies and resources become available. The transformation of the Information Services Division to the reality of this vision will take place between now and the end of this decade in an effort to meet the anticipated needs for the State's information services during the next decade and beyond.

The Information Services Division has adopted a specific Strategic Planning Model for this process that includes the following components: vision, values, missions, goals and objectives, and critical success factors. The Strategic Plan, the Operational Plan and individual assignments will be developed over the next several planning cycles.

The Information Services Division is a critical function of State government. ISD has been granted broad statutory authority in information technology, such as:

- To plan, control and coordinate State data processing activities in such as manner to ensure the most economical use of State resources.
- To develop and maintain a master plan for the State's data processing activities.
- To provide for the centralization, consolidation and shared use of equipment and services deemed necessary to obtain maximum utilization and efficiency in data processing operations.
- To select and procure by purchase or by lease, any and all data processing systems and associated software deemed necessary to best serve the data processing needs of the State.
- To conduct data processing studies as deemed necessary and to enter contracts with other agencies, organizations, corporations, or individuals to make such studies as are deemed to be necessary.
- Provide effective management of state telecommunications resources and implement annual plans and procurement.

- Manage, plan and coordinate all telecommunications systems under the jurisdiction of the State.
- To coordinate and control all printing and publication performed by all agencies of the State of Alabama.

It is the intent of the Information Services Division to provide leadership in the application of technology, both at the intra and interagency level. This will be accomplished by developing a partnership with agencies, business partners, universities, junior colleges and public schools, as well as legislative, judicial and executive branches at all levels of state and local government. The end result will be a clear direction based on strategic and operational plans and dramatic service improvements based on best practices and measurement programs. Services will be delivered in the most cost-effective manner possible. Employees will be empowered to review existing processes and to seek ways to improve service. Government must deliver critical services efficiently and effectively at a time when resources are limited. The visionary, thoughtful application of technology will facilitate the success of this effort. All services delivered will be constantly measured against industry standards to insure accountability throughout the State's IT community. The current State's IT environment is a federation of "subject knowledge experts" within State agencies supported by a centralized IT staff and infrastructure. While States have tried many models of IT governance, from the most centralized to the least centralized, Alabama's current structure offers a middle ground that has the potential of expediting customer requests for services while still making maximum use of limited IT resources.

Imbedded in this strategic plan are five overriding principles which act as the bedrock on which all future operational plans will be built:

- Supporting the business objectives of State government
- Treating information as a strategic resource
- Viewing technology investments from a state-wide/single market perspective
- Ensuring electronic access to information and services while maintaining security and privacy
- Conducting State business electronically

Strategic Principles

Principle One: Support the business objectives of State government

The primary role of information technology is to support the business objectives of the State. Information technology can enable improvements in business processes including reduction of costs and cycle times. Technology has a limited value when not applied to the business objectives and goals of the organization. IT planning, budgeting and management must be closely integrated with the business planning, development and management to ensure that IT is being applied effectively and efficiently.

This planning should include business recovery planning. As processes become more dependent on technology it is critical to develop a continuity plan to be utilized in the event the technology is not available. Effective business recovery planning can mitigate the damage from a short term technology outage or a long term problem caused by a natural disaster.

Principle Two: Treat information as a strategic resource

Information is a critical asset of, and owned by, the State. It must be managed from a state-wide perspective to ensure accuracy, integrity and availability. This includes developing a methodology or structure for sharing data across functional, technical and organizational boundaries. While these technologies can provide significant benefits to decision makers they can only be effective if the data is timely, accurate and consistent. Agencies and departments act as custodians or stewards of the data and facilitate the sharing and reuse of the data. Only the data necessary to support the business objective should be collected. Data should be collected once and used many times. Duplication increases the likelihood of erroneous data and of having different values for the same piece of data.

Principle Three: View technology investments from a state-wide/single market perspective

Technology investment decisions should be made from a state-wide perspective and not that of a single agency, board or authority. A state-wide focus is necessary to ensure that the State's limited IT resources are being utilized in the most effective manner. Many major business processes in the State cross two or more agencies. A strong technology infrastructure is required to support both state-wide applications as well as cabinet or agency specific projects.

Strong IT architecture and standards are required to ensure the interoperability, compatibility and shared usage of technology resources. The architecture and standards provide a foundation for building IT applications.

New IT projects must identify the impact on the State government as a whole and on the

customer. The customer may already be interacting with one or more other State IT applications. These existing systems can be leveraged to reduce costs and provide improved service to the customer.

Principle Four: Ensure electronic access to information and services while maintaining security and privacy

Information is of little value if access to the information is not readily available. Providing efficient electronic access to information requires a strong infrastructure and a standard set of navigation methods and tools. Providing access to information is often a double-edged sword. The State must balance the need for easy access to information against the privacy and security requirements of the information. Adequate privacy of personally identifiable information must be included in all electronic access methods.

Principle Five: Conduct State business electronically

State business can frequently be transacted more efficiently and effectively utilizing information technology to support the process. Electronic commerce technologies currently available as well as those yet to be developed can speed the process of business transactions and reduce the amount of manual intervention required. The World Wide Web can also be used very effectively for publishing documents and to streamline the State's purchasing function.

Electronic mail is already in wide spread use within the State but can be used more effectively for communication and to reduce the production of paper documents. Electronic forms hold the promise of additional opportunities to reduce the amount of paper being collected and processed. Electronic forms can also increase the accuracy and timeliness of the data.

FUNCTIONS

The Information Services Division vision includes the following functions: Office of the Chief Information Officer, Customer Services, Resource Administration, Infrastructure Management, Technology Management and Planning, and Financial Support Services.

- **Office of the Chief Information Officer**
 - Development of a cohesive IT vision to drive investments in technology in a rational and cost-effective manner
 - Identification of process improvements that reduce cost, improve quality and allow for the more efficient usage of all IT resources
 - Oversight of all Agency IT strategic planning and IT budgets
 - Management/Oversight of Statewide IT projects and initiatives
 - Oversight of the State's central data processing and telecommunications infrastructures
 - Development of statewide policies necessary to ensure the efficient and collaborative operation of IT
- **Customer Services**
 - Multi-platform Application Development
 - Interpersonal Communications
 - Voice
 - E-Mail
 - Wireless Devices
 - Video
 - Web Portals
 - Service Center
 - Problem Management
 - Service Requests
 - Client Satisfaction
 - Knowledge Management
 - Executive Information System
 - Data Integration
 - Business Intelligence
 - E-Government
 - Integrated Document and Content Management

- **Resource Administration**

- Workforce Management
- Contract Management
- Financial Management
 - Cost Recovery
 - Budgeting
- Procurement
- Asset Management

- **Infrastructure Management**

- Data Center
- Networking
- Business Continuity
- Benchmarking and Performance Measurements
- Change Management
- Security
- State-wide Server and Storage Management

- **Technology Management and Planning**

- IT Strategic Planning
- IT Architectural Planning
- IT Investment Review
- “Proof-of-Concept”

- **Financial Support Services**

GOALS AND OBJECTIVES

Office of the Chief Information Officer

The Chief Information Officer shall act as the central authority for technology administration and planning in the State of Alabama. The CIO will provide visionary leadership in IT to drive investments in technology in a rational and cost-effective manner. The CIO will develop programs that reduce cost, improve quality and allow for the more efficient usage of all IT resources in the State. The CIO will provide oversight and coordination of all IT strategic planning and budgeting. The CIO will also provide management and oversight of all cross-functional projects involving collaborative systems development.

Mission Statement

To develop IT governance guidelines for information technology within State government based on best practices and the efficient allocation of IT resources throughout the State

Goals and Objectives:

- Develop the IT vision for statewide information systems and technology
- Manage the development of statewide standards and technology architecture
- Manage the quality of large State IT project development
- Sponsor statewide technology planning and budgeting
- Aligning IT with State goals

Customer Services

Customer Services will consist of “subject knowledge experts” with in depth knowledge of the application of technology and the State of Alabama’s processes and procedures. Customer Services will provide value-added services to State agencies, boards and commissions in the use of information technology. Customer Services will provide information technology consulting, development and support solutions to a broad community of information technology users.

Mission Statement

To provide “value-added” information technology services to the State user community to ensure the effective utilization of information technology in order to meet the operational missions of the State of Alabama

Goals and Objectives:

- To develop and maintain a multi-platform application development strategy
 - Establish the Software Engineering Institute's Capability Maturity Model (CMM) as the State standard for application development and project management
 - Establish a program to achieve CMM Level 2 for ISD and other State agencies
 - Establish procurement policies to require development business partners contracted by the State be certified CMM Level 2 or higher
 - Establish competency centers in multi-platform technologies
 - Establish a Certified Project Manager program within the State
 - Establish an State-wide Change Management System
- To develop and manage a State-wide interpersonal communications system to promote personal productivity
 - Establish policies and procedures for the utilization of wireless devices
 - Establish a State-wide/single market contract for personal productivity devices
 - Establish policies and standards for the development of State and agency websites
 - Consolidate the State's e-mail systems
 - Assess the State's video conference technology strategy and develop State-wide standards to ensure compatibility and efficiencies
- To develop and manage a Service Center to manage user problems, user service requests, and client satisfaction
 - Establish a centralized "Help Desk" to support technology users
 - Establish a centralized "Service Center" for new service requests
 - Establish procedures to measure the satisfaction of IT client services

- To develop “knowledge management” systems that provide senior level decision-makers with critical information for making informed decisions
 - Expand the development and implementation of Executive Information Systems (EIS) to key decision-makers in State government using advanced extraction utilities and presentation tools
 - Implement a standard architecture to facilitate data integration among state information systems
 - Implement a standard ETL (extraction, translate, and load) tool to facilitate the creation of data warehousing technology
 - Establish an enterprise contract for business intelligence tools
 - Establish policies and procedures to promote the collaboration of cross-functional departments and IT systems
- To develop statewide e-government solutions to enhance the operating efficiency of State government and taxpayer convenience
 - Establish analytics to measure the performance and impact of e-government systems on the operating efficiency of State government
 - Establish policies for content management of e-government websites and portals
 - Develop and implement a standard digital signature technology
- To develop and implement a strategy for integrated document and content management to enhance productivity and reduce paper work
 - Perform an assessment of the State's use of document systems and establish best practices metrics for measuring efficiencies
 - Establish standards to combine document management technologies into an state-wide solution, i.e., capture, storage, imaging, Fax, e-mail, printing, copying and workflow.
 - Establish State-wide standards and contracts for document management technologies

Resource Administration

Resource Administration will provide IT personnel, physical and fiscal assets to the Information Services Division and the IT community in support of its primary missions. Resource Administration will manage the procurement of enterprise services and assets, i.e., hardware and software. Resource Administration will provide IT workforce management, contract management, financial management, and asset management

Mission Statement

To effectively acquire and manage the human and physical assets necessary to ensure the availability of resources in order to support the information technology missions of the Information Services Division and the IT community

Goals and Objectives:

- To provide an effective asset management system
 - Perform an assessment of the various asset management systems and develop a strategy for consolidation
 - Implement a state-wide Asset Management System
- To provide contract administration for IT resource contracts
 - Establish an IT Contract Management Office to oversee the management and development of all IT services contract established for enterprise solutions
 - Work with the State's Purchasing Department and the State's Legislature to broaden the State's statutory purchasing authority in order to lower IT acquisition costs, such as participation in interstate purchasing compacts and purchasing through Federal GSA contracts, where appropriate.
- To provide workforce management
 - Develop and implement IT skills assessments and procedures
 - Develop an State-wide Training Plan for IT personnel
 - Establish an State-wide contract for IT training
 - Establish staffing standards for IT organizations
- To provide financial management
 - Develop and implement a more efficient and comprehensive system for customer billing of all services
 - Enhance the development of multi-year "charge-back" models

Infrastructure Management

Infrastructure Management will manage the necessary information technology infrastructure to support the missions of the State of Alabama. Infrastructure Management will manage the State's central data center, network services, storage services and printing facilities. Infrastructure Management will manage the business continuity, security and performance monitoring of all the State's IT infrastructure.

Mission Statement

To provide the most cost effective IT and Printing infrastructure using best practices to order to support the missions of the Information Services Division and the IT community

Goals and Objectives:

- To provide and manage a centralized data center that meets or exceeds industry best practices and provides the best value for the State
 - Upgrade the State's central mainframe system
 - Implement a Tape Management System
- To provide and manage the State-wide network infrastructure in a manner that meets or exceeds industry best practices and provides the best value for the State
 - Implement a "utility model" for usage charges on the network
 - Upgrade the State's central voice communications systems
 - Upgrade the State's remote voice communications systems
 - Assess and implement best practices for network management and diagnostic tools
- To provide and manage centralized Printing and Publication centers that meet or exceed industry best practices and provides the best value for the State
- To develop and manage State-wide server and storage management systems that meets or exceeds industry best practices and provides the best value for the State
 - Establish a "utility model" strategy and contract for data storage
 - Establish standards and policies to provide for "server farms" using the most efficient architecture and technology
- To develop and maintain a comprehensive Business Continuity Plan and facilities to ensure the continued operation of the State's business functions
 - Develop, maintain and test a comprehensive Business Continuity Plan for the State's critical IT resources
 - Implement an enterprise contract for off-site disaster recovery capabilities
 - Assess and plan the development of a State managed disaster recovery facility
 - Establish interagency and inter-governmental disaster recovery agreements
- To develop and manage a comprehensive performance measurement program to ensure that the State-wide IT infrastructure meets or exceeds best practices and provides the best value for the State

- Benchmark and establish best practices metrics for the State's central data center
 - Benchmark and establish best practices metrics for the State's network
 - Benchmark and establish best practices metrics for the State's printing capabilities
- To develop and manage a comprehensive security program to protect the integrity of all of the State's IT assets
 - Develop and implement a comprehensive Security Assessment Program
 - Establish policies and procedures for the oversight and evaluation of network and systems request
 - Assess and implement best practices security assessment, intrusion and forensic tools
- To provide a flexible and open systems architecture that will support all departmental systems in a cooperative environment

Technology Management and Planning

Technology Management and Planning will provide technology research, evaluation, and planning necessary to ensure the most efficient and effective use of technology throughout the State.

Mission Statement

To facilitate the efficient and effective application of information technology to the missions of the State

Goals and Objectives:

- To investigate, evaluate and recommend technology solutions that enhance the efficiency and effectiveness of the State
- To manage the integration of technology into the State's existing business processes and/or IT architectures
- To develop long-range IT strategic plans
- To develop a comprehensive statewide IT architectural plan
- To manage procedures to review the investment of major IT expenditures
- To manage IT "Proof-of-Concept" projects to effectively evaluate new technologies
- To facilitate the development of cross-functional agency system integration and collaboration

Financial Support Services

Financial Support Services will provide for the development and support of the State's centralized accounting system (FRMS).

Mission Statement

To provide progressive and responsible planning, development and technical support for the State of Alabama's fiscal/financial management, payroll/personnel and procurement functions through partnership with our primary stakeholders

Goals and Objectives:

- To provide technical resources needed to implement critical enhancements and to ensure that the system operates in a timely and effective manner
- To provide expert functional and technical support to control agencies and to State user agencies in order to facilitate the efficient and effective operation and use of FRMS
- To provide a technically superior environment to support the operation of FRMS and the production of State warrants and other system outputs

Information Services Division Values

The values of any organization describe its culture and mores. Values are the ethical principles that clearly state what the organization believes and which guides the organization in pursuit of its Vision and its decision-making processes. The following is a list of those values that the Information Services Division feels are critical to its success:

- Quality
- Personal Empowerment
- Client Satisfaction
- Ethical Management
- Value Added Services
- Equal Opportunity
- Accountability
- Quality Work Environment

Quality

Quality is defined as "doing the right thing right the first time". Quality focuses on meeting client expectations and continuous improvement. The Information Services Division will systematically inquire of its clients what they want and will strive to meet and exceed those requirements. Quality is not only achieving excellence in a product or service but achieving excellence in the processes that produce the product or service. Quality is not just a strategy, but a new style of working and thinking. A dedication to quality and excellence is more than good business. Quality will focus on the customer, the process and the employee.

Value Statement

To provide information system services and support of the highest possible quality that meets or exceeds the expectations of the user community.

"Always Strive for Excellence"

Personal Empowerment

Employees are an almost unlimited source of knowledge and creativity that can be used to solve problems and continuously improve the quality of products and services. The most important and critical ingredient to achieving a quality commitment in an organization is to involve the intelligence, imagination and energies of each employee to pursue the organization's goals. Employees will be involved in identifying and solving operational problems and issues in quality improvement teams. These teams will involve all employees in the organization from top to bottom and horizontally across functions.

Value Statement

To create an environment that provides each employee with the authority and responsibility to contribute toward the accomplishment of the vision of the Information Services Division.

"You Can Make a Difference"

Client Satisfaction

The Information Services Division will not only seek to meet client expectations but also will go the extra mile and delight their clients. Client expectations are likely to change over time. The Information Services Division will employ a wide range of methods for obtaining and assessing client feedback. Client surveys, in-depth interviews, follow-up of complaints, collecting feedback at time of product/service delivery and third-party analysis of client feedback will be employed to improve client satisfaction.

Value Statement

To provide a level of service and support that meets or exceeds client expectations.

"Always strive to surpass customer expectations"

Ethical Management

Each employee is expected to follow all the State of Alabama and Finance Department employee guidelines, regulations and disclosure statements, to follow all Ethics Committee guidelines affect the Finance Department's integrity and trustworthy image to the Public.

Value Statement

To safeguard the Public Trust by adhering to all known standards and guidelines of moral and ethical behavior as well as maintaining the highest level of personal and professional integrity.

"Safeguard the Public Trust"

Value Added Services

Processes will be constantly evaluated to determine if they contribute to meeting Information Service Division's goals and client satisfaction. The processes and outputs will be streamlined or eliminated if they don't contribute in these areas. "Busy Work" will be taken out!.

Value Statement

To ensure that all employee actions contribute to the business processes of the Information Services Division.

"To Be Valued, Add Value"

Equal Opportunity

Management will actively support and be responsive to any employee who wants to make a contribution and to improve the quality of their work and/or achieve their career goals.

Value Statement

To provide an environment in which every employee has an equal opportunity to participate in the functions of the Division and to achieve their career objectives based on the quality of their contributions.

"Participation Equals Opportunity"

Accountability

Management will create an environment where employees may make decisions and take actions associated with their assigned duties. The employees are expected to be responsible for the results of these decisions and actions and take alternate actions if the initial results were not beneficial. The main thought is excuses and placing blame on others is not acceptable where the employee has control over the outcome. Management will create an environment where employees will not be afraid to try new and innovated ideas.

Value Statement

To create an environment in which employees are expected to assume responsibility for the results of their actions associated with their assigned duties.

"Everyone's accountable, all of the time"

Quality Work Environment

The work environment is the basis of motivation for employees. The work environment includes the physical area for the employee to work in and the physiological climate. For an employee to be productive and contribute to the success of the Division, both of these areas must meet the employee's needs. The Information Services Division will provide work space for an employee that is environmentally safe and pleasant as possible within the limits under the Division's control. The Information Services Division wants to provide a physiological climate where employees take pride in their work and are self-motivated. To accomplish this, employees must feel that their career goals can be met, feel that they are a part of the decision-making process, feel that their job counts in the overall success of the Division, feel that the job belongs to them, feel that they have control over their work, know where they stand and know that they are responsible and accountable.

Value Statement

To create a work place environment that provides a safe, healthy and productive setting for all employees.

"Our employees are the key to our success"

Critical Success Factors

Critical Success Factors are essential elements or events that are critical to Information Processing to do business and meet the organizations goals and objectives. The essential elements for Information Processing's success are:

- Strategic Planning
- Senior Management Support
- Funding
- Client Support
- Business Partner Support
- Qualified Workforce
- Education/Training
- Staff Support
- Enabling Legislation

STRATEGIC DIRECTION OF INFORMATION TECHNOLOGY

Over the coming years, the State will focus its IT initiatives on the following:

1. *Approaching technology selection and deployment from more of a business perspective* - A greater emphasis will be on objectively evaluating the strategic importance, business value, costs, risks and maturity of new technologies and applications.
2. *More emphasis on State mission and IT strategic alignment* – There will be renewed efforts in IT strategic planning and increased interest in application analysis to identify agency business processes that are strategic to the missions of State government.
3. *Greater efforts to establish and improve communications between the CIO and senior State officials and between the IT organizations within other State agencies* - Goals alignment and applications analysis are just one step in that process, which also includes governance initiatives, organizational restructuring and formalized programs to educate senior State officials on the value, resource implications and risk of technology.
4. *Greater emphasis on customer services* – ISD will develop strategies to create a more "customer-driven" organization culture, where on-time delivery, service quality and responsiveness are stressed and metrics to evaluate performance are established.
5. *More formalized processes for workforce management* – There will be more emphasis on developing the IT workforce, not only to project and manage internal skills but also to do a more effective job of planning and utilizing external services providers (consultants, business partners, outsourcers, etc.).
6. *Tighter project management of large statewide application projects* – There will be more realistic assessments of risk, effort and value involved and tighter control of IT assets. An emphasis will be placed on the establishment of a standard methodology to be used by State agencies and service providers and/or contractors.
7. *Reduction in the amount of time and resources involved in the management of the IT infrastructure* – Evaluate the alternative of viewing the IT infrastructure as a utility to be managed by outside resources where the State merely "buys what it needs when it needs it".

The mission of the State is not acquiring and running technology. The mission of the State is to provide services and information to its constituents. First, technology should be viewed as an infrastructure upon which State government programs of the future will be built. Second, technology infrastructure should be aligned with the missions and goals of State agencies. Third, State government should leverage its limited resources through collaborations and partnerships to include the private sector. Technology should focus on enhanced communications and collaboration. The characteristics of this "networked government" must be collaborative, enabling, virtual, scalable, response (timely) and informative.

While there may be several alternatives to the effective management of technology within the State of Alabama, the real message is the urgency to implement an IT management infrastructure. The emergence of technology as a tool to make government more efficient has become more obvious throughout the country. In the State of Alabama, utilizing technology to improve the efficiency of government by just 1% could save the State an estimated \$12 million a year.

The current paradigm of IT management requires vast resources, money and people, to support existing IT infrastructures. Too little time is left to think about how we meet the needs of the State's citizens. There are many organizations, both within the public and private sectors, that are evaluating a new paradigm that makes IT infrastructure a utility. User agencies would then buy what they need and pay for what they use. Little time is devoted to supporting infrastructure. Creating a statewide utility has the potential to provide huge economies of scale and allows the State to even out (and make more predictable) uneven usage patterns among user agencies. The focus then becomes the development of policy and applications that focus on meeting the needs of the taxpayer.

At a past meeting of the National Governor's Association, the following statement was developed by the Information Technology Task Force: "Information technology (IT) presents Governors with an unparalleled opportunity to improve state government. Adapting technologies pioneered in the private sector, states are using and disseminating information more effectively, conducting transactions more accurately and efficiently, providing services more conveniently, and fundamentally changing the way state governments operate." The State of Alabama must begin immediately to improve the management and deployment of its current and future IT infrastructure.